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24 May 1972

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MINUTES
DD/S STAFF MEETING
23 May 1972



2. Judge Albert V. Bryan, Jr. has granted a Government-requested permanent injunction in the Marchetti case. A hearing in appeal is scheduled for 31 May 1972 before the Fourth U. S. Circuit Court of Appeals. The case is not a closed issue.

3. Summary of the DCI's Remarks to the Office of Personnel Conference
-- Mr. Fisher. Mr. Fisher noted the following from a transcript of the Director's remarks:

a. Decentralized personnel management will continue in the Agency.

(1) It takes a special type of personnel management for the different categories of people in the Agency (e.g., a Communicator versus an Intelligence Analyst).

(2) The Director wants a minimum pattern of sameness in Agency personnel management (i.e., that minimum is represented in the Agency regulations).

(3) Personnel management rests with the line managers and a component's chain of command.

(4) The personnel careerist can have an impact on the line management of the component served.

b. Deputies Meeting.

CONFIDENTIAL

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CONFIDENTIAL

Approved For Release 2001/07/12 : CIA-RDP78-06207A000100080022-5

-2-

(1) The meeting's participants have a broad interest in Agency management, including Agency personnel management.

(2) The meeting's participants act as a Board of Directors on Agency management problems.

(3) The principal meeting participants do approve those aspects of personnel management to be standardized across the Agency.

c. Agency's 25th Anniversary.

(1) Personnel growth has stopped as we approach the 25th anniversary.

(2) We have been trimming back in our personnel strength. We will have to do more with fewer personnel resources.

(3) Sensible managers should look to personnel officers for data and personnel expertise needed to show managers where they stand and where the trends indicate they are headed personnel-wise.

d. What do the employees know about the organization and what does the organization know about its employees?

(1) A pattern of continued rising expectations has developed among the Agency's employees regarding personnel matters.

(2) The Agency's management is aware that, in the near future, there will be reduced mobility of personnel and fewer new job opportunities.

(3) Personnel officers, hopefully, can help ease the dilemma outlined above.

Approved For Release 2001/07/12 : CIA-RDP78-06207A000100080022-5

CONFIDENTIAL

-3-

25X9

e. Closing Comments -- Prepared Text.

(1) The Agency has grown from a rather small organization in 1947, but the total number of people on duty has gone down by about [REDACTED] people in the last five years.

(2) The Director said that he and both President Johnson and President Nixon have wanted a smaller (fewer employees) Agency.

(3) The Director went on to say that, "I feel we can do our job better with fewer people." The great number of Agency employees are not overworked.

(4) The Director said that he is keenly aware that the way the Agency is going reduces personnel mobility and promotions. He hopes that personnel officers will help make it clear to our employees that there is "no big basket of gold at the end of the rainbow."

(5) Our employees are an activist, interested group who want to work here (at CIA). Continue to recruit, hire and train more like them. The Agency has (is) nothing but its people.

f. Questions and Answers.

(1) EEO? We have not yet achieved what we set out to do in solving our part of the EEO problem. The Agency won't reduce its standards to accomplish its EEO goals. Our standards will be notched up higher through time. Minority members also have many more alternatives to choose from, today, in deciding where to work.

(2) Vacancy Notices? Yes, we can circulate more job vacancy notices. There is no reason why a person can't be made aware of a job vacancy.

CONFIDENTIAL

CONFIDENTIAL

-4-

(3) PFIAB monitoring? The President's Foreign Intelligence Advisory Board monitors this Agency very closely. They not only review our national intelligence product, but they also perform post-mortems on so-called "intelligence failures."

(4) What types of college graduates are needed in the Agency? We need graduates with a general educational background. We can teach the intelligence business and we can see that a general educated college graduate gets any additional graduate school work he or she might need.

(5) Views on the drug problem? This Agency does not condone the traffic in drugs, generally, or more specifically, by any Agency employee. Any employee caught is (will be) fired.

(6) Collective Bargaining? I can't quite imagine how it would work here. There may be a time in the history of an organization when the need for collective bargaining emerges. What will it achieve for intelligence professionals? I prefer to reserve judgment at this time. If a lot of people in the organization feel it (collective bargaining) is needed -- then it should interest management to find out why we can't achieve solutions to problems through some means other than collective bargaining.

4. Cash Awards -- Mr. Wattles.

a. Mr. [REDACTED] the DD/S representative on the Honor and Merit Awards Board (HMAB), has written to the DD/S on the issue of whether cash awards should be attached to honor and merit awards.

b. [REDACTED] recommends that the DD/S position should state:

(1) keep cash awards separate from the Honor and Merit Awards Program;

(2) establish a new cash incentive awards program for Agency personnel; and

(3) recommendations for cash awards be reviewed by the HMAB versus the establishment of a new review board.

CONFIDENTIAL

-5-

c. Note: Mr. Fisher said that Mr. Colby had recently asked, "Why don't we give cash incentive awards (tied to productivity)?"

d. Mr. Fisher provided the gathering with some additional background information.

(1) The Government Employees Incentive Award Act provides that Heads of Departments may give cash awards to civilian officers for:

- (a) suggestions;
- (b) inventions;
- (c) significant accomplishments; and
- (d) special acts.

(2) These cash awards could go up to \$5,000 with CSC approval.

(3) Back in 1965-1966, Agency management had the feeling that we should not mix honor and merit awards and cash awards. In 1966, the DCI and Colonel White decided to "knock off" cash awards as part of the Honor and Merit Awards Program.

(4) References to cash awards, as part of the Honor and Merit Awards Program, were taken out of the Agency's regulatory language in 1966. Cash awards were reserved for adopted suggestions and certain inventions.

(5) Mr. Fisher said that the Quality Step Increase (QSI) has been a long-standing means of granting a monetary incentive award. The language behind the awarding of a QSI calls for "sustained superior performance." The QSI doesn't help recognize a single act or an employee at the top of a GS grade.

(6) From all of this, Mr. Fisher said that, "You can see that this is a very complicated subject."

-6-

e. Some advantages of the cash award are:

(1) precedents for cash incentive awards exist (Federal Personnel Manual);

(2) a set scale for awards could eliminate some problems; and

(3) CIA is one, if not the only one, of the few agencies without a cash incentive award system for merit.

f. Some disadvantages of the cash award are:

(1) someone has to budget for the dollars involved in the cash awards;

(2) difficult to equitably administer such a program;

(3) some employees feel money demeans an award for honor or merit; and

(4) there could be a heavy caseload increase for the committee or board reviewing the recommendations for awards of cash.

g. Mr. Coffey asked if there was a ⁵consensus among the executive group that the Directorate position be:

(1) if there is a cash incentive awards program, it be separate from the Honor and Merit Awards Program; and

(2) HMAB be the adjudication body for both cash awards and honor and merit awards.

The executive group -- Office Heads, ADD/S and DD/S -- so agreed.

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5. Around the Table.

25X1A

a. [REDACTED] passed on to those present the "well done" received by the Chief, European Division, OC for the support given to President Nixon while he stopped [REDACTED]

-7-

b. Mr. Osborn said that something needs to be done, in the long range, about parking at Headquarters. His statement was precipitated by the problems encountered with the large number of attendees at the on-going USIB-sponsored Computer Terminal Seminar. Mr. Osborn announced that a new magistrate is hearing parking ticket cases. Twenty-two offenders have not responded to issued summons. One of the twenty-two has 15 parking tickets. The magistrate, today, is deputizing two Agency security officers to bring the twenty-two employees before the magistrate. Mr. Osborn closed by noting that Mr. Colby suggested that the USIB Security Committee consider whether to recommend that the Community use a secrecy agreement similar to ours -- seeing how the Marchetti case has gone so far.

c. Mr. Fisher said he felt that the OP annual conference was a pretty good one. Mr. Colby spoke at the closing session.

d. Mr. Blake said that a contract was being let for a new audio system for the Headquarters Auditorium.

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